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ABSTRACT

The purpose of this guide is to identify the responsibilities generally delegated to school district personnel administrators. In addition to outlining general personnel department functions, the authors list personnel director responsibilities in five broad areas: (1) employee relations (including record maintenance and staff development); (2) employment and assignment (including recruitment, personnel selection, and termination); (3) external requirements compliance (including implementing equal employment opportunity programs, categorically funded programs, and wage and hour laws); (4) labor relations administration (including participation in collective bargaining); and (5) administration and application of policies, regulations, and contracts. (Author)

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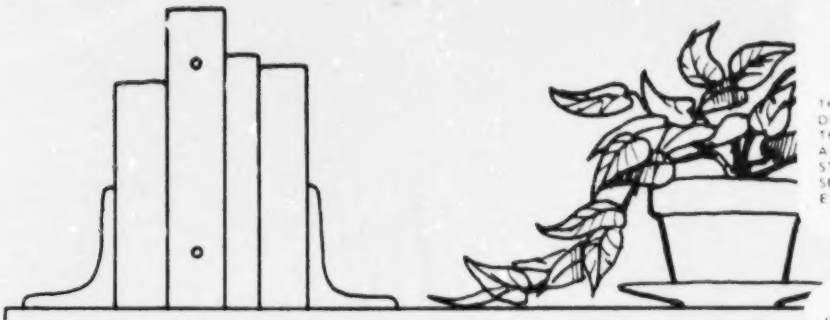

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AMERICAN ASSOCIATION
OF
SCHOOL PERSONNEL ADMINISTRATORS

A GUIDE TO JOB RESPONSIBILITIES
OF THE
SCHOOL PERSONNEL ADMINISTRATOR

Prepared By
OREGON ASSOCIATION
OF
SCHOOL PERSONNEL ADMINISTRATORS

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A GUIDE TO JOB RESPONSIBILITIES OF THE SCHOOL PERSONNEL ADMINISTRATOR

Prepared by

The Oregon Association of School Personnel Administrators

AMERICAN ASSOCIATION OF SCHOOL PERSONNEL ADMINISTRATORS

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The Executive Committee would like to express appreciation also to Dr. Carroll A. Sawin and Dr. Carlos R. Taylor, who served as liaison persons with these groups during the development of the report and guidelines.

PREFACE

In 1975, the AASPA Committee on the Changing Role of the School Personnel Administrator developed a draft of a general job responsibility guide for the school personnel administrator.

During 1976 and 1977, the Oregon Association of School Personnel Administrators accepted the task of revising the draft into this document and appointed this committee to carry out the task. This committee expresses appreciation to the original committee. The original draft was extensive and served as an excellent base for the development of this document.

INTRODUCTION

The purpose of this document is to identify for the reader those responsibilities which are generally delegated to the person or persons responsible for the personnel administration of a school district. Tasks which are normally performed in carrying out those responsibilities are identified.

The purposes of this document include:

1. Helping the reader understand the responsibilities of the personnel administrator.
2. Serving as a source to those who are preparing or reviewing position descriptions for personnel administration.
3. Suggesting to the personnel administrator the possible scope of the personnel function.

The personnel function is independent of the size of the district. Districts which have few employees find that they have the same tasks in this area as do districts with several thousand employees. The difference is in the volume of the tasks and not in the tasks themselves. It is recognized that, in very small districts, the personnel tasks are usually a small portion of the responsibilities of one administrator while in larger districts these tasks may be divided among many highly specialized personnel administrators.

RESPONSIBILITIES

EMPLOYEE RELATIONSHIPS

The personnel administrator is responsible for the maintenance of employee relationships. In carrying out these responsibilities, the administrator:

1. Provides information for and acts as an employee advocate to outside agencies which serve the employee, such as retirement boards, certification agencies, insurance companies, and lending agencies.
2. Counsels employees to assist them in making personal and professional decisions. Examples of this aspect include career direction, provision of opportunities in professional growth, and assistance in personal problems which affect performance.
3. Places employees on salary schedule by analyzing their experience and preparation.
4. Verifies that requirements of a position are met by those who hold that position, such as certification requirements for teachers, licensing of school nurses and licensing of bus drivers.
5. Maintains personnel records which are required by state, federal, and district laws and policies, such as EEOC and certification reports and evaluation records.
6. Maintains personnel records which are needed for information and research purposes, such as salary and negotiation surveys, retirement, and staffing projections.

7. Plans and conducts staff development activities in such areas as human relations, affirmative action, and curriculum.
8. Recognizes employee's meritorious service by providing commendations such as letters of appreciation, awards, and press releases.
9. Plans and conducts staff orientation programs for new employees and explains their changing roles in the organization.
10. Refers employees to proper outside agencies when appropriate.
11. Grants or denies leave requests, assists in the transfer of personnel, determines proper placement for those returning from leaves of absence.
12. Administers the fringe benefits program of the district (health, life, or disability insurances; retirement; sick leave; paid or unpaid leaves; vacation).
13. Provides monitoring and consultant services to district management during employee disciplinary procedures.

EMPLOYMENT AND ASSIGNMENT

The personnel administrator is responsible for employing and assigning qualified applicants. In carrying out these responsibilities, the administrator:

1. Plans and conducts recruitment activities which include developing brochures, holding group and individual interviews, and distributing position announcements.
2. Plans and conducts selection processes by setting up screening standards, interviewing operations, and coordinating the activities needed for final employment recommendations.
3. Implements staff allocation decisions in accord with district policy and procedures.
4. Assigns personnel in compliance with district program needs and outside agency requirements.
5. Plans and administers promotion policies.
6. Employs personnel in compliance with categorically funded programs, such as National Teacher Corps, state reading programs, and Title VII programs.
7. Develops and implements a process for the assignment of student teachers and other educational trainees.
8. Administers a substitute employee program, which includes employment, assignment, and evaluation processes.
9. Develops, implements, and monitors an affirmative action program.

10. Terminates the employment of staff members and protects employee rights during the termination process.
11. Prepares and implements a position description program for all employees in a school district.
12. Provides statistical data about the employee force to meet employer needs.

EXTERNAL REQUIREMENTS COMPLIANCE

The personnel administrator is responsible for compliance with external requirements. In carrying out these responsibilities, the administrator:

1. Prepares or monitors the preparation of accident reports, OSHA reports, and board reports which require accident and safety statistics.
2. Develops, implements and monitors an equal opportunity employment program.
3. Provides data for investigations in response to legitimate requests.
4. Prepares federal and state reports, including certification, unemployment, and worker's compensation reports.
5. Monitors compliance ratios imposed by organizations, such as EEOC, courts, and state agencies.
6. Administers categorically-funded programs which are employee-related, such as titled programs like CETA and WIN.
7. Monitors unemployment insurance claims and represents the district's interest in processing those claims.
8. Implements the federal and state wage and hour laws as they apply to the compensation of district employees.

LABOR RELATIONS ADMINISTRATION

The personnel administrator is responsible for the establishment and administration of terms and conditions of labor relations as negotiated with the bargaining units representing various classes of employees. In accomplishing this task, the personnel administrator:

1. Plans and conducts the negotiations process, representing negotiation goals and objectives of the board.
2. Analyzes bargaining unit contract proposals and prepares counter-proposals, where appropriate, to include:
   a) Analysis of present agreement.
   b) Analysis of unit proposals.
   c) Suggestions regarding counter-proposal language and economics reflecting goals and objectives set in item #1 above.
   d) Collection of statistical data to support the process.
   e) Reports to the board.
   f) Planning and preparation for bargaining impasses resulting in mediation, factfinding, arbitration or strike.
3. Works with the elected board and its chief executive to establish and implement negotiated policies.
4. Prepares contingency plans for work-stoppages, slow-downs, or sanctions declared by the bargaining units.
5. Prepares an annotated edition of the negotiated agreement, with special attention given to the intended implementation, in a concise manner.

6. Provides inservice of management team to assure consistent interpretation of the negotiated agreement.
7. Implements contract management procedures which lead to consistent application of labor relations established by:
   a) Surveying instruments designed to assist problem areas in labor relations created by the bargained agreement.
   b) Developing grievance procedures, files, and logs to assure that practices are consistent and to identify goals for subsequent negotiations.
8. Administers personnel procedures consistent with the labor relations established with the representative bargaining units.
9. Applies appropriate contract issues to daily personnel procedures.

ADMINISTRATION AND APPLICATION OF POLICIES, REGULATIONS, AND CONTRACTS

The personnel administrator is responsible for the administration and application of policies, regulations, and contract provisions. To accomplish this task, the administrator:

1. Interprets policies, regulations, and employee agreements for employees, the school board, and the public.
2. Conducts personnel hearings or represents the district in such hearings as dismissal reviews, nonrenewal of employment, and grievances.
3. Plans and administers the evaluation process by developing and/or revising forms, interpreting laws, policies and procedures, monitoring time requirements, and establishing standards.
4. Plans and develops personnel procedures, such as the determination of the appropriate persons to have access to personnel information; development of processes for recruiting, screening and hiring of applicants; termination of the employment of staff members.
5. Prepares the job description upon creation of a new position, or provides periodic review of existing job descriptions which include, but are not limited to, major duties, responsibilities, and qualifications.
6. Recommends personnel policies for consideration by the district.

7. Implements board policies, administrative guidelines, and all contract provisions as they relate to personnel matters.
8. Determines employee job classifications and compensations by an analysis of comparable positions within and/or outside the district or a review of job descriptions or through negotiations.
9. Prepares employee communications, such as position announcements, sick leave accumulation, seniority lists, and work schedules (school calendars).
10. Disseminates information and advises employees regarding policies, regulations, and agreement provisions.

GENERAL PERSONNEL DEPARTMENT FUNCTIONS

The personnel administrator is responsible for maintenance of general personnel department functions. In carrying out these responsibilities, the personnel administrator:

1. Participates in the work of professional organizations as a learner and a contributor.
2. Administers the personnel department through establishment of job descriptions/expectations and work-flow schedules.
3. Serves as a resource person to outside agencies regarding employment opportunities, qualifications expected, and performance expectations.
4. Plans the physical arrangement of people, equipment, and supplies within the personnel office for optimum effectiveness.
5. Prepares staff directories in accordance with the needs of the district.
6. Testifies before legally-constituted bodies, when appropriate, regarding such matters as contents of personnel files, personnel procedures of the district, interpretation of labor contracts, legislative considerations.
7. Participates with other administrators of the district as a part of the management team.
8. Maintains a library of publications that provide resources relating to effective personnel management.

9. Consults with other departments of the district in matters pertaining to personnel, such as salary placement, contract management, and evaluation procedures.
10. Prepares and administers the budget(s) of the personnel department.

OREGON ASSOCIATION OF SCHOOL PERSONNEL ADMINISTRATORS

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